



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

March 13, 2012

## ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

13 March 20, 2012

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

### COUNTY OF LOS ANGELES STRATEGIC PLAN UPDATE - 2012 (ALL DISTRICTS AFFECTED) (3 VOTES)

#### SUBJECT

Proposed update to the 2012 County Strategic Plan, including a status report and new updated action plans for Countywide Goal 1 (Operational Effectiveness), and two new Programmatic Goals to replace current Goals 2 through 5. The two new Programmatic Goals mirror the new structure for Goal 1 approved by your Board in 2011 and focus on a limited number of key programmatic initiatives critical to ensuring the County's mission of providing quality and efficient services.

#### IT IS RECOMMENDED THAT YOUR BOARD:

1. Adopt the updated County Strategic Plan and related structure, which:
  - a. Continues focus on Goal 1 (Operational Effectiveness), which includes a limited number of critical countywide initiatives impacting all departments, employees, and operations; and
  - b. Replaces the current four programmatic goals with two new goals: one addressing Fiscal Sustainability to ensure a countywide emphasis on fiscal strength and stability; and the other goal focusing on Integrated Services to emphasize the need for integrated services across all health, human, and public safety service delivery systems.

#### PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The initial County Strategic Plan was adopted by your Board in November 1999, and has been updated by your Board six times. The Strategic Plan has evolved over the years to reflect the changing environment and new challenges, and to build on prior Strategic Plan successes.

*"To Enrich Lives Through Effective And Caring Service"*

**Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only**

Most recently, your Board approved an update in June 2011 that identified four countywide Strategic Initiatives under Goal 1, Operational Effectiveness: Human Resources, Risk Management, Fiscal Management, and Communication (note that we are recommending changing the name of the Fiscal Management Initiative to Budget Management). Included under each Strategic Initiative are several Priority Focus areas that include long-term outcome statements, detailed annual action plans, and metrics that allow for measuring and reporting on performance. This structural approach of centering the County's collective strategic focus on key, high-impact priorities has placed the County in a better position to meet some of the current pressing challenges.

Due to the successful strategic approach of Goal 1, this Office, along with Board offices, department heads, and department chief deputies, have worked to identify a limited number of key programmatic priorities and initiatives. In an effort to focus attention on the County's highest-impact programmatic priorities while continuing to recognize and track important County department strategies, we are recommending replacing the Strategic Plan's current four Programmatic Goals (Children, Family and Adult Well-Being; Community and Municipal Services; Health and Mental Health; and Public Safety) with the two new Programmatic Goals of Fiscal Sustainability (Goal 2) and Integrated Services Delivery (Goal 3). We believe these changes:

- Make the County's Strategic Plan more responsive to the dynamic environment in which the County of Los Angeles operates;
- Clearly identify and focus on the highest-impact strategic priorities, reflecting a limited set of priority issues and opportunities identified jointly with your Board; and
- Recognize the uniqueness of individual department goals and ensure that these equally important priorities are addressed effectively and timely through department strategic planning and operations.

### **FISCAL IMPACT/FINANCING**

There is no direct or immediate fiscal impact related to adoption of the updated County Strategic Plan. Some initiatives may require commitment of resources which will be addressed through the budget process.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

#### ***Strategic Plan Status Report for Goal 1***

As noted above, your Board recently approved four new Strategic Initiatives under Goal 1, Operational Effectiveness (Human Resources, Risk Management, Fiscal [Budget] Management, and Communication), with Priority Focus areas. Each Priority Focus includes a long-term outcome statement (three- to five-year period) and a one-year action plan that reflects a year of activities toward achievement of the long-term outcome. Attachment I provides a status report of the annual action plans for the Priority Focus areas under the four Goal 1 Strategic Initiatives.

Highlights include:

- Development of a comprehensive classification and compensation training program, and training of 60 administrative professionals in central and line departments.
- Completion of a Return-to-Work Desk Reference Manual, which is available countywide on the CEO website. The manual promotes consistency throughout the County in establishing protocols for assisting injured/ill employees in returning to work.
- Implementation of a workers' compensation pharmacy benefit management network to improve the delivery of appropriate medication to injured workers while reducing costs.
- Developed and provided training on eHR Position Control to County departments via the following three courses:
  - POS105 - Position Control Overview (Webinar);
  - POS 402 - Position Control Departmental Users (Computer Based Training); and
  - SPC702 - Budget Prep Integration with eHR Position Control (Instructor Lead Training).
- Training of over 350 County managers in media and internal communications.
- Increased participation rate of County departments to over 75 percent in the use of one or more new media and social media outlets.
- Earning an Emmy Award for the County Channel.

***Proposed Strategic Planning Updates***

Attachment II includes an updated Strategic Plan for 2012 with the following components:

1. Continuance of Countywide Goal 1 – Operational Effectiveness. The proposed update to Goal 1 continues with the same four Strategic Initiatives and Priority Focus areas approved by your Board in June 2011, but offers updated action plans for each Priority Focus for 2012.
2. Replacement of the four current Programmatic Goals with two new goals. The four programmatic goals of 1) Children, Family and Adult Well-Being, 2) Community and Municipal Services, 3) Health and Mental Health, and 4) Public Safety are proposed to be replaced with the following two Goals:
  - Goal 2: Fiscal Sustainability: *Strengthen and enhance the County's capacity to sustain essential County services through proactive and prudent fiscal policies and stewardship.*
  - Goal 3: Integrated Services Delivery: *Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.*

Similar to the Goal 1 structure, Goals 2 and 3 includes several key, high impact strategic initiatives, each including a long-term outcome statement (three- to five-years), and one-year action plan, which reflects a year of activities toward achievement of the long-term outcome sought under each Strategic Initiative. A difference between the Goal 1 structure and the

proposed Goal 2 and 3 structure is that the latter does not include Priority Focus areas, but rather several Strategic Initiatives under each Goal. As the Initiatives in Goals 2 and 3 are more defined than the broader Initiatives in Goal 1, we believe the Priority Focus areas are not necessary.

Consistent with past Strategic Plans and the Goal 1 structure, it is recommended that your Board approve the major elements of the Strategic Plan, down to the level of the Strategic Initiatives and long-term outcome. However, the specific action plan steps are provided for information, as some flexibility may be required in actual implementation.

### ***Close-out of Programmatic Goals 2 through 5***

In June 2011, your Board was presented with a status report of Programmatic Goals 2 through 5, with 50 percent of Objectives identified as "incomplete and should be continued." In order to close-out the current programmatic goals and transition to the new programmatic goal structure, Attachment III provides a close-out report for each Objective identified as "incomplete and should be continued" in June 2011. Each Objective is identified as either 1) completed, 2) incomplete and should be discontinued (with a justification), 3) included as a department head's or other executive's MAPP goal, 4) transferred to a department's strategic plan, or 5) addressed in the proposed Strategic Plan update.

### ***Continued Focus on Developing Departmental Strategic Plans***

In conjunction with the proposed changes to the County's Strategic Plan, we are urging increased focus on departmental strategic plans which reflect the unique role of each department, and the specific services each department provides to County residents. Each department is expected to work with your Board to develop and annually review and update, as necessary, a departmental strategic plan. This Office will provide guidelines to encourage a common framework and consistent elements in each plan, such as:

- The department's role and support for the three countywide goals of Operational Effectiveness, Fiscal Sustainability, and Integrated Service Delivery;
- Linkage to the department management team's MAPP goals; and
- Emerging legal, regulatory, and demographic challenges facing the department and associated opportunities.

Each department would submit a one-page summary of its departmental strategic plan to your Board on an annual basis.

### ***Focus on Cluster-Specific Priorities and Initiatives***

In parallel with the new County Strategic Plan structure, each CEO cluster will work closely with Board offices and departments to identify high-priority policy areas, and cluster-specific priorities and initiatives. Some of the cluster-specific priorities and initiatives may be included and

departments to address, clarify, implement, and track all cluster-specific priorities and initiatives. Cluster-specific initiatives and priorities will continue to be communicated to your Board via Cluster meetings, Board correspondence, and other appropriate means.

***Strategic Plan Leadership***

In order to collaboratively address the County's Strategic Plan's direction, as well as provide support for the development and implementation of departmental strategic plans and cluster-specific priorities and initiatives, a voluntary leadership group has been established.

The Strategic Leadership Council (SLC) is comprised of Board Deputies, Chief Executive Office staff, and volunteer department heads and/or chief deputies. The SLC will meet bi-monthly and is expected to provide direction on strategic planning, receive updates on implementation, trouble shoot challenges, share best practices, recommend effective reporting and communication strategies, and monitor overall Strategic Plan progress. The SLC will report relevant recommendations at the monthly department head meetings and/or semi-annual Executive Strategic Planning Conferences.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The proposed changes to the Strategic Plan validate the Plan as a "living document" that adjusts to a changing environment and County demands. The new Plan will demonstrate the ability to focus on key priority, countywide strategic initiatives that will have a direct positive impact on current County services, programs, and projects.

Respectfully submitted,



WILLIAM T FUJIOKA  
Chief Executive Officer

WTF:EFS:MKZ  
FC:JR:ib

Attachments (3)

- c: All Department Heads
- Departmental Chief Deputies
- Administrative Deputies
- Chair, Quality and Productivity Commission
- Chair, Economy and Efficiency Commission
- Department Strategic Planning Contacts

## COUNTY OF LOS ANGELES STRATEGIC PLAN 2011 Status Report

---

**COUNTYWIDE GOAL 1: OPERATIONAL EFFECTIVENESS:**  
**Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.**

---

### **Strategic Initiative 1: HUMAN RESOURCES MANAGEMENT**

#### **Priority Focus 1: Human Resource (HR) Architecture**

**Long-Term Outcome Statement:** To implement recommended new HR Architecture to best accomplish the County's long-term HR strategic goals by eliminating redundant functions and improving quality of HR services countywide (within 2-5 years).

#### **2011 Action Plan**

- Action Step 1: By June 30, 2011, the HR Executive Advisory Subcommittee will complete the review and assessment of various human resources business models, and with input from the departments, recommend the desired HR Business Model to implement countywide.  
*STATUS: Various models have been reviewed and feedback has been provided by stakeholders. An HR Council has been formed that will address the key initiatives to support the County HR transformation.*
- Action Step 2: By December 31, 2011, identify the HR processes to be revised and HR best practices to allow for the implementation of the recommended HR Business Model.  
*STATUS: The newly formed HR Council is chaired by the Director of Personnel and comprised of Department of Human Resources (DHR) senior managers and top HR professionals in County departments. The HR Council will create various work groups to examine HR processes and initiatives key to the HR transformation and the HR Business Model.*
- Action Step 3: By June 30, 2012, based on availability of resources and funding, identify first phase of implementation of HR Business Model. Identify HR impacted staff and complete training and development for 25% of the total impacted staff.  
*STATUS: On schedule to be completed by due date.*

#### **Priority Focus 2: Classification/Compensation**

**Long-Term Outcome Statement:** Transform and improve the Classification/Compensation function for the County by: consolidating classifications based on a new competency-based model for Human Resources; fully implementing the customized Job Evaluation System (based on Federal Evaluation System) as a tool for measuring internal equity; and, providing classification and compensation technical training for central and line HR staff.

## 2011 Action Plan

- Action Step 1: By June 30, 2011, formulate a Classification Philosophy and a plan to streamline classification system for all non-represented administrative professional classes:
- By March 15, 2011, implement Countywide Contracting Occupational Study by reviewing 300 existing positions in 37 classifications for the purpose of consolidation into only 5 classifications; and
  - By June 30, 2011, provide comprehensive plan to fold other non-represented administrative professional classes into the revised, broad-based Administrative Services Manager (ASM) series.
- STATUS: It has been determined that a Classification Philosophy does not need to be fully formulated until some work is done on implementation. The remaining sub-steps under this action step (the implementation of the Countywide Contracting Occupational Study, and the development of a comprehensive plan to fold other non-represented administrative professional classes into the revised, broad-based ASM series) have been completed.
- Action Step 2: By June 30, 2011, develop a comprehensive classification and compensation training program addressing all aspects of classification and compensation management including legal requirements, pay practices, classification study processes and service excellence.
- By June 30, 2011, develop training for eight 3-hour training modules.
  - By June 30, 2011, provide training for approximately 60 administrative professionals in central and line departments for the first two modules.
- STATUS: This action step has been completed.
- Action Step 3: By September 30, 2011, complete comprehensive implementation of the Federal Evaluation System.
- Automated customized system in place and operational;
  - Continue to evaluate 75 non-represented County classifications;
  - Integrate Job Evaluation Points and the various County salary plans.
- STATUS: This action step has been completed.
- Action Step 4: By December 31, 2011, complete Competency Pilot Project and, if appropriate, develop a plan to implement system-wide. This includes the completion of the evaluation of new and recommended concepts and processes, i.e., competency based testing.
- STATUS: A Board memo which will report and close the "pilot" project will be provided to the Board no later than March 31, 2012.

### **Priority Focus 3: Performance Management and Discipline**

**Long-Term Outcome Statement:** Promote a more effective Performance Management and Discipline Program by improving countywide consistency in the application of disciplinary actions and policies.

## 2011 Action Plan

- Action Step 1: By June 30, 2011, finalize Performance Management/Discipline Database to maintain countywide sensitive personnel related data in the area of Performance Management. The database will allow for consistent recording, assessment and reporting on key departmental outcome measures in the area of formal departmental administrative action (i.e., disciplinary actions for Warnings – Discharges).  
STATUS: The Pilot version of the database was completed and deployed to Child Support Services Department.
- Action Step 2: By June 30, 2011, finalize Civil Service Appeal database that will maintain data in the area of Civil Service Commission case outcomes and begin piloting the database in Department of Human Resources Civil Service Advocacy.  
STATUS: A separate database solution was identified in the Board of Supervisors (BOS), Executive Office. The functionalities of the existing database were reviewed by DHR and the BOS, Executive Office and meet the requirements initially identified. The BOS, Executive Office requested that an Memorandum Of Understanding (MOU) be executed to allow DHR to utilize the existing database framework. The MOU was signed on January 16, 2012 and DHR will be initiating a pilot of the database soon.
- Action Step 3: By August 30, 2011, implement the Performance Management/Discipline database in DHR as a pilot project to ensure effectiveness and accuracy prior to deployment to non-safety County departments.  
STATUS: Due to lack of readily available data in DHR, the database was piloted in Child Support Services Department on July 7, 2011, ahead of schedule.
- Action Step 4: By September 30, 2011 provide all non-safety County departments with a functional copy of the Performance Management/Discipline database. Identify and complete training for 25% of all affected DHR Managers and performance management staff.  
STATUS: A working group was formulated from multiple departments to review pilot functionalities and case studies. Additional functionalities were identified for a countywide implementation. Internal Services Department continues to review the functionalities needed for the County.
- Action Step 5: Based on outcome of the pilot, determine implementation of the Civil Service Appeal database for all non-safety related departments by no later than December 31, 2011.  
STATUS: Target date was revised to June 30, 2012 based on the outcome of the pilot in DHR.
- Action Step 6: By December 31, 2011, publish a discipline manual/guide to be used by supervisors, managers and human resources professionals on how to navigate the discipline process and complete training on the guide of all the departmental human resources managers and performance management staff. The process includes fully vetting the manual with the unions prior to publishing.  
STATUS: The discipline manual/guide was published on December 29, 2011.

## **Strategic Initiative 2: RISK MANAGEMENT**

### **Priority Focus 1: Workers' compensation cost reduction (including Risk Exposure Cost Avoidance Plan [RECAP] and safety issues)**

**Long-Term Outcome Statement:** Reduce frequency of claims and return more employees to work following accidents.

#### **2011 Action Plan**

Action Step 1: By June 30, 2011, develop baseline data report that will include:

- Total claims per month, and fiscal year to date (FYTD);
- Claims per employee per month, FYTD;
- Total cost per month per month, FYTD; and
- Cost per employee per month, FYTD.

STATUS: Loss Data:

In November 2010, the Workers' Compensation Third Party Administrators began issuing electronic Loss Run and State Rate Temporary Disability reports to County departments. The Loss Run Report contains approximately 30 descriptors that include: claimant name, date of injury, number of days between knowledge date and open date, total paid, total estimated future exposure, benefits paid in the most recent month, type of injury, nature of injury, and cause of injury. The State Rate Disability report lists all employees receiving state rate temporary disability and serves to identify employees on long-term leave.

Action Step 2: By July 2011, distribute report monthly to all departments; include all County data for comparison purposes.

STATUS: In June 2011, CEO/RMB and CEO/Information Technology Section developed a monthly workers' compensation RECAP report that provides departments with the number of opened claims, number of workers' compensation claims reported (month, YTD, annualized), Labor Code 4850 and salary continuation paid (month, Year-to-date [YTD], annualized), and benefit expenses paid by specific category (month, YTD, annualized). Departments will be able to review the workers' compensation RECAP reports at the CEO/RMB website.

Action Step 3: By August 2011 and annually thereafter, through the RECAP and Management Appraisal and Performance Plan (MAPP) process, identify loss cost drivers:

- Based upon cost drivers, identify training needs (October, 2011); and
- Conduct training based upon identified needs.

STATUS: Departments have completed the RECAP process and used the results of this evaluation to produce specific RECAP and MAPP goals and objectives. RECAP documents have been received from the departments. These reports include an evaluation of losses. Departments use loss data and risk exposure data to develop their goals and objectives. Training regarding risk areas is often included in the RECAP goals and objectives.

Action Step 4: By June 30, 2011, complete departmental audits of Return to Work program based upon Chief Executive Office (CEO)/Risk Management Branch (RMB) self-assessment.

STATUS: Departments conducted self-assessments of their respective Return-to-Work programs and developed action plans for improvement. CEO/RMB and DHR audited the effectiveness of each department's Return-to-Work program and provided findings and recommendations to each Department Head. With the continued guidance and assistance from CEO/RMB, departments were able to update their action plans and evaluate their progress compared to the plans originally submitted in 2010. CEO/RMB provided support to departments regarding their action plans and return-to-work efforts including, but not limited to, consultations, file reviews, and trainings as needed.

Much of the CEO/RMB Return-to-Work effort in 2011 involved supporting the Sheriff's Department and the Probation Department on the initiative to implement the Sheriff's protocols and practices within the Probation Department and on the development and implementation of the strategic case management, initiative. Both of these efforts may be used as models for implementation by other departments.

In addition to the items described above, CEO/RMB completed the following activities designed to help minimize future workers' compensation expenses:

- Provided ongoing training in the areas of workers' compensation, Return-to-Work/disability management, and long-term and short-term disability, through quarterly seminars as well as intensive classroom training. The quarterly Return-to-Work seminars were attended by a total of 412 County Return-to-Work coordinators, managers, and human resources personnel and the classroom training was attended by 134 participants.
- Completed a Return-to-Work Desk Reference Manual and made it available countywide on the CEO/RMB website. The manual promotes consistency throughout the County establishing protocols for assisting injured/ill employees in returning to work.
- Implemented a workers' compensation pharmacy benefit management network to improve the delivery of appropriate medication to injured workers and reduce costs.

### **Priority Focus 2: Vehicle usage and liability**

**Long-Term Outcome Statement:** Reduce accidents and related expenses involving County drivers and their vehicles, and expenses related to third-party damages.

### **2011 Action Plan**

Action Step 1: Establish Legal Exposure Reduction Committee (LERC) sub-committee on Vehicle Liability – January, 2011.

STATUS: A LERC Vehicle Liability Subcommittee was established on April 5, 2011, and is chaired by the Department of Health Services.

- Action Step 2: Establish baseline data for vehicle accidents and third party liability – April, 2011.  
STATUS: Baseline data was mined through a combination of the risk management annual report and through other reports generated by the Department of Auditor-Controller.
- Action Step 3: Develop Best Practices and recommend standard procedures including such items as better driver screening and monitoring, driver training, and disciplinary action – January, 2012.  
STATUS: The Subcommittee developed a vehicle liability control best management practice matrix by department and has shared its contents with all members of the group. It should be further noted that the Subcommittee has been actively engaged in the development of a Motor Vehicle Safety Program template, which expands upon the requirements/guidance of County Vehicle Policy. Highlights of the new management system include a motor vehicle related disciplinary matrix guide and provisions for the establishment of driver selection criteria.
- Action Step 4: Evaluate Permittee Driver program practices and procedures – January, 2012.  
STATUS: The Subcommittee has performed a review of the Permittee Driver Program and has engaged County Counsel in discussions of proposed improvements/modifications. Two central points of discussion are: 1) determination as to whether the County can move away from the primary insurance coverage model; and 2) establishing whether County departments can move to mandate that "all" permittee drivers submit to the provisions of the Pull Notice Program.

### **Priority Focus 3: Employment practices**

**Long-Term Outcome Statement:** Reduce litigation expenses and claim frequency related to employment practices liability.

#### **2011 Action Plan**

- Action Step 1: Continue LERC sub-committee and Task Forces – January, 2011.  
STATUS: See below.
- Action Step 2: Review all Priority Focus1 Liability lawsuits for countywide implications – February, 2011.  
STATUS: See below.
- Action Step 3: Focus on basic issues such as hiring, retention, performance management, supervisor training.  
STATUS: See below.
- Action Step 4: Identify cost drivers.  
STATUS: See below.

Action Step 5: Develop training programs (classroom and online training).  
STATUS: See below.

Action Step 6: Conduct trend analyses and distribute “lessons learned.”  
STATUS: See below.

Action Step 7: Focus on prevention and take proactive measures.  
STATUS: See below.

Action Step 8: Early resolution of complaints.  
STATUS: See below.

Action Step 9: Coordinate with Human Resources and existing committees.  
STATUS: See below.

Action Step 10: Be strategic about where to focus.  
STATUS: See below.

STATUS: During 2011, through continued participation in the LERC Employment Practices subcommittee and continued interaction with the Department of Human Resources and various County Departments, we continued to support the early resolution and investigation of complaints in an effort to reduce litigation. County Counsel worked successfully to assist in the development of the Policy on Equity and establishment of the County Equity Oversight Panel, the development of its protocol and processes and providing training to affected County managers and employees.

Working with the CEO, DHR, the Auditor Controller and other impacted departments, County Counsel assisted in the development of multiple Countywide Corrective Action Plans addressing issues including wage and hour issues, administrative investigatory practices, and coordination of the efforts of multiple county departments on issues related to discipline issues and employment related complaints.

County Counsel assisted in coordinating countywide training on wage and hour issues in an effort to increase compliance with the overtime policies and reduce exposure to litigation.

In addition, County Counsel established a protocol for reviewing letters of intent to terminate and other disciplinary notifications related to specific types of suspensions or other adverse employment actions. They have also expanded their Claims Investigation pilot program which allowed for early intervention by County Counsel attorneys in the review of employment related lawsuits and claims conducted by the affected department to include working with departmental human resources personnel to assist in the early resolution of pre-claim or pre-litigation complaints in an effort to avoid further litigation.

### **Strategic Initiative 3: Budget Management**

#### **Priority Focus 1: Contracting**

**Long-Term Outcome Statement:** Streamline and standardize contracts and the contracting process.

## 2011 Action Plan

- Action Step 1: Mandate the 2-day contract training for all departmental contract staff.
- By March 15, 2011, the CEO will issue instructions to department heads to describe the training course curriculum, those mandated to attend, the enrollment process, etc.  
STATUS: CEO issued Memo on 2-28-11.
  - By June 30, 2012, ISD will schedule contracts training for 33% (180 staff) of the current department-identified target population of approximately 550 employees. ISD will work with departments to prioritize the trainee listings to ensure that employees with more significant contracts duties are trained earlier.  
STATUS: On-schedule.
  - By June 30, 2015, ISD will schedule contracts training for the remainder of the current department-identified target population, with a goal to reduce or eliminate contracts training waitlists.  
STATUS: ISD completed initial survey, which identified that approx. 400 employees currently need training, and 203 have attended training. Based on the existing quarterly sessions of 30 people per session, 120 people can be trained annually. Training the entire 400 staff will require 3.33 years, not considering employee turnover. Through November 2011, approximately 117 employees received the 2.5 day contracts training class.
- Action Step 2: Encourage participation in Countywide Contracting Network to improve access to information on existing county contracts.
- By March 15, 2011, the CEO will issue a memo to department heads to promote the value of the quarterly Countywide Contracting Network meetings and encourage attendance.  
STATUS: CEO issued Memo on 2-28-11.
  - By June 2012, ISD will review the departments that attend the Countywide Contracting Network meetings, and reach out to departments that do not regularly participate.  
STATUS: On-schedule.
- Action Step 3: Prioritize a phased process for developing master agreements and/or leverage existing department contracts to pool similar services.
- By February 28, 2011, the working group will identify contract efficiency priorities and prepare a work plan.  
STATUS: Work group priorities, prepared a work plan, and completed a survey that identified the current and future master agreement needs and priorities of departments. In addition, the work group meeting discussed ways to streamline the contracting process. One discussion topic was the protest process, and delays resulting from inability to get qualified staff to serve on protest panels. As a result, on May 20, 2011, the CEO sent a memo to the Board discussing creating a pool of retirees to assist with protest panels. This process was implemented on June 1, 2011.

- By April 15, 2011, the working group will publish and complete a survey to identify departments' current and future master agreement needs and priorities.

STATUS: See status above.

- By May 31, 2011, based on the survey results, the working group will identify two or more areas for pilot master agreements. Before implementing, the working group will prepare a list of issues to discuss with the CEO (e.g., potential savings, time frames, needed CEO and/or departmental support, contract service models, etc.).

STATUS: Met with DCEO - Operations to discuss pilot areas, department support (e.g., will dept's be required to use countywide master agreements, etc), and contract service models (e.g., full service including contract monitoring, and/or other lesser service offerings), and next steps. The DCEO asked that the working group convene a group of interested stakeholders to identify and address any departmental issues or priorities.

- By June 30, 2012, the working group and supporting departments will implement two master agreement pilot areas to pool similar services among various departments, either by leveraging existing departments' master agreements or by initiating new master agreements.

STATUS: Two pilot master agreement areas were selected: Custodial (ISD lead) and Grounds Maintenance/Landscaping (Parks and Recreation lead). Meetings were held with departments that currently do their own contracting for one or both pilot areas to determine the departments' level of interest and any issues related to joining countywide master agreements. Departments included Beaches and Harbors, Coroner, Probation, Public Library, and Public Works. Based on the feedback, departments want to retain their own contracts for areas that they view as essential to their main mission (e.g., landscaping for DPW's Road Maintenance Division). However, departments are willing to explore using centralized master services agreements when the service is peripheral to their main mission.

- By June 30, 2015, the working group will measure changes in the number of departments using core master agreements, and identify efficiencies or impacts on staff time, contract pricing, etc.

STATUS: On-schedule.

## **Priority Focus 2: Budget Process and Administration**

**Long-Term Outcome Statement:** Ensure a balanced budget, and streamline and improve communication and transparency in the budget process.

### **2011 Action Plan**

Action Step 1: By December 31, 2011, provide trends, targets and instructions to departments earlier in the budget process but no later than December 31, 2011(including global cost impacts):

- Review various options to enhance/improve the budget process including budget instructions for various phases of the budget process.

STATUS: Completed: Improved budget process by 1) providing FY 2012-13 Departmental Budget Instructions earlier from December 10, 2010 to November 15, 2011, eliminating "Performance Counts" information as a submission, but requiring departments to maintain the information to support operations, and 3) coordinating CEO Classification and CIO to interact with departments earlier in the process.

- Provide target numbers, including various employee benefits and debt service costs, as early as reasonably possible in the budget process for department Recommended Budget Requests.

STATUS: Completed with the FY 2012-13 Departmental Budget Instructions by providing preliminary figures to departments.

- Review potential to reduce the number of hard copies or electronically submit department Recommended Budget Requests to the CEO.

STATUS: Completed, by reviewing and requesting reductions from various areas, but unable to reduce further from the previous years' already reduced amounts.

Action Step 2: By December 31, 2011, improve communication with Board offices, CEO and departments to allow for better transparency:

- Beginning with fiscal year 2010-11 budget cycle, establish and distribute annual calendar to departments with tentative key due dates and board meetings dates for major assignments such as Budget Status Reports, countywide mid-year Budget Adjustment board letters, Recommended Budget Requests/Recommendations, Final Changes Requests/Deliberations, and Supplemental Changes Requests.

STATUS: Completed by distributing calendar in electronic version in February 2011.

- Continue to maintain weekly, monthly, or as appropriate meetings, such as CEO Cluster meetings with Board offices and/or departments; CEO meetings with department heads, chief deputies, and/or administrative deputies; and CEO meetings with Board chief deputies, Board budget deputies, and/or Board policy/program deputies.

STATUS: Continued to meet with all of the parties above either weekly or monthly, as appropriate.

- Develop a training/seminar program for CEO and department staff on target subject matters to inform, educate and enhance knowledge and skills in areas such as budget, capital projects, legislation, classification, and compensation. Begin training/seminar program with CEO budget analysts by December 31, 2011.

STATUS: Completed and on-going. Coordinated training for the County's FY 2010-11 Financial "closing" by the Auditor-Controller, conducted training for the Supplemental FY 2011-12 Supplemental Budget and for the FY 2012-13 Departmental Budget Instructions. In addition, more scheduled trainings are underway on other elements of the budget, legislation, and capital projects.

**Priority Focus 3: Item Control**

**Long-term Outcome Statement:** Implement the eHR Position Control system to enable the County to track positions in accordance with authorized appropriations and provide increased budgetary control.

**2011 Action Plan**

- Action Step 1: Identify roles and responsibilities of CEO and departmental staff to address position control issues by November 30, 2011.  
STATUS: Completed 20 departmental desk procedures that were published and posted to the eCAPS Project Website. Due to the rescheduling of the eHR implementation, the November 30, 2011 due date was extended to April 2012.
- Action Step 2: Provide on-going support and guidance to departments to implement the eHR Position Control system in January 2012.  
STATUS: Continued working with departments in preparation for the countywide eHR implementation now scheduled for April 2012. Completed a full-scale simulation and shared results with departments. Departments are continuing to "fine tune" their item controls in preparation for implementation.
- Action Step 3: Provide training on eHR Position Control to approximately 5,000 employees prior to implementation (January 2012) through Computer Based Training, Webinars and Instructor Lead training.  
STATUS: Provided training on eHR Position Control to departments from August to December 2011 via the following three courses: POS105 – Position Control Overview (Webinar); POS 402 Position Control Departmental Users (Computer Based Training); and SPC702 Budget Prep Integration with eHR Position Control (Instructor Lead Training). Departments can register as many employees as they wish to the Webinars and Computer Based Training, and employees may take the course multiple times if a "refresher" is needed. All training materials are also posted to the eCAPS Project Website.

**Strategic Initiative 4: COMMUNICATIONS**

**Priority Focus 1: Media Relations and Social Media**

**Long Term Outcome Statement:** Provide timely and accurate communication to internal and external audiences, leveraging the internet and social media.

**2011 Action Plan**

- Action Step 1: Develop effective protocols and practices for providing timely alerts to Board offices on high profile issues.  
STATUS: Completed in July 2011 with a new policy for departments related to strategic communications.
- Action Step 2: Provide best practices training to County managers on interacting with the media and internal communications with the Board and the CEO.

STATUS: Completed and is ongoing – over 350 County managers have already received media and internal communications training, and additional training is forthcoming.

Action Step 3: Review existing County policies related to the internet and social media to identify potential gaps and outdated elements.

STATUS: Completed and CIO has expanded access to social media resources.

Action Step 4: Propose a revised set of policies to Board of Supervisors regarding social media and develop training programs to support effective implementation, including media communications.

STATUS: The Chief Information Officer has completed some internal expansion of policies related to social media access, and continues to work closely with the Chief Executive Office regarding updated policies to bring forward to the Board for consideration.

Action Step 5: Achieve a 20% participation rate by applicable County departments in use of one or more new media and social media vehicles.

STATUS: Has been far exceeded, with over 75% of County departments participating in social media usage.

### **Priority Focus 2: Reporting County Results**

**Long Term Outcome Statement:** Strengthen external communication tools to effectively share County's results and progress with the County's customers.

#### **2011 Action Plan**

Action Step 1: Assess existing tools to communicate County's results to customers including the County Channel. Use communication channels to spotlight recognized Quality and Productivity initiatives and other headline key performance achievements.

STATUS: The County Channel continues to be a significant and expanding vehicle for communicating information about the County across multiple media platforms – including winning its first Emmy Award in 2011.

Action Step 2: Develop new outlets to distribute and feature County results over a broad array of venues (internet, You Tube, County website, County Channel).

STATUS: CEO Public Affairs has completed a deep expansion into social media and new media venues – using these resources to communicate with County residents multiple times a day, and to directly engage journalists about County issues and stories.

Action Step 3: Re-engineer the County annual report incorporating multi-media tools, and develop a new format and approach, increasing viewership by 10% compared with the previous hard copy edition.

STATUS: The multimedia annual report is substantially complete and will be unveiled by CEO early 2012.

- Action Step 4: Provide opportunities for training and mentoring of County Public Information Officers (PIOs) on issues such as media relations, crisis communications, and use of social media and other new media venues, to help PIOs achieve greater effectiveness in communicating with their customers and the media.  
STATUS: Four separate formal training sessions have been hosted by CEO Public Affairs in recent months, and more are scheduled for early 2012. Additionally, numerous informal mentoring meetings have been provided by CEO to departmental PIOs.

### **Priority Focus 3: Mobile Applications**

**Long Term Outcome Statement:** Develop mobile applications to meet customer needs and increase County customers' access to County services.

#### **2011 Action Plan**

- Action Step 1: Identify services that would better meet customer needs through a mobile application (e.g., reporting necessary infrastructure repairs and graffiti, accessing public library resources).  
STATUS: Department of Public Works launched a mobile application in Fall 2011, which received substantial positive coverage by local media, as well as several hundred downloads within the first weeks of launch. The DPW app joins existing apps from the Los Angeles County Museum of Art and the Public Library. CEO continues to work with ISD and CIO on the development and roll-out of additional mobile applications, including the Office of Unincorporated Area Services on an app focused on resources for unincorporated residents.
- Action Step 2: Develop an implementation plan to include the technical and legal element requirements.  
STATUS: Using the DPW app as a template, CIO, ISD, County Counsel, and CEO have successfully developed a process for addressing and satisfying technical and legal challenges that may arise during app development.
- Action Step 3: Launch pilot mobile application to distribute and measure the effectiveness.  
STATUS: Effectiveness continues to be monitored throughout the ongoing promotion and roll-out of existing mobile apps.

### **Priority Focus 4: Policy Development and Implementation**

**Long Term Outcome Statement:** Achieve improved Board, CEO and Department collaboration in policy development and implementation.

#### **2011 Action Plan**

- Action Step 1: Re-evaluate existing forums to support policy development and implementation, including cluster and Board meetings.  
STATUS: See below.
- Action Step 2: Explore changes to the current Board/Board office communication processes to provide greater opportunities for engagement of the Board and Board

offices with CEO and other County departments in policy development and implementation.

STATUS: See below.

Action Step 3: Implement new structures and forums for policy development and communication based on Board approval, and survey Board, CEO and County departments on assessment of improvements.

STATUS: See below.

STATUS: On-Going. Progress ongoing on internal communications process with Board offices, with particular focus on frequent conversations with Board Chief Deputies, and in the area of budget instructions, development of an electronic budget transmittal process, and improved communication with Board budget and policy deputies. See "Strategic Initiative 2, Priority Focus 2: Budget Process and Administration" for more information.

COUNTY OF LOS ANGELES  
*Strategic Plan*



◆ County Mission ◆

*To enrich lives through effective and caring service*

◆ County Values ◆

Our philosophy of teamwork and collaboration is anchored in our shared values:

- **Accountability** – We accept responsibility for the decisions we make and the actions we take.
- **Can-Do Attitude** – We approach each challenge believing that, together, a solution can be achieved.
- **Compassion** – We treat those we serve and each other in a kind and caring manner.
- **Customer Orientation** – We place the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.
- **Integrity** – We act consistent with our values and the highest ethical standards.
- **Leadership** – We engage, motivate and inspire others to collaboratively achieve common goals through example, vision and commitment.
- **Professionalism** – We perform to a high standard of excellence. We take pride in our employees and invest in their job satisfaction and development.
- **Respect for Diversity** – We value the uniqueness of every individual and their perspective.
- **Responsiveness** – We take the action needed in a timely manner.

◆ Strategic Plan Goals ◆

**Countywide Goals**

1. **Operational Effectiveness:** *Maximize the effectiveness of process, structure, and operations to support timely delivery of customer-oriented and efficient public service.*

**Programmatic Goals**

2. **Fiscal Sustainability:** *Strengthen and enhance the County's capacity to sustain essential County services through proactive and prudent fiscal policies and stewardship.*
3. **Integrated Services Delivery:** *Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.*

## COUNTY OF LOS ANGELES STRATEGIC PLAN

### *Plan Structure*

The County of Los Angeles Strategic Plan consists of the following components, beginning with the broadest and most long-term elements to the most specific, short-range and tactical activities:

**Mission Statement:** An overarching, timeless expression of the County's purpose and aspiration, addressing both what the County seeks to accomplish and the manner in which the County seeks to accomplish it.

**Values:** Shared attributes and behaviors that inform and guide our actions in delivering services.

**Strategic Plan Goals (Goal Statements):** Goals identify the major services or programmatic areas where the County will focus its strategic efforts. Goal Statements are broad, long-range "visions" for a significant area of the County's operations, defining what the County must accomplish to achieve its mission.

**Strategic Initiatives:** A limited number of high priorities, strategic initiatives under each Goal that have significant impact to the County and will directly drive implementation. Strategic Initiatives under Goal 2 and 3 include a long-term outcome statement that represents the direction the County will undertake.

**Priority Focus (only applies to Countywide Goal 1):** Areas of focus under each strategic initiative for Goal 1 that include a long-term outcome statement that represents the direction the County will undertake. Priority Focus areas are seen having a three- to five- year time horizon.

*The preceding components require approval by the Board of Supervisors, including any updates or revisions. As the components below are more business/implementation/action plans and may need to be revised on a more frequent, tactical basis based upon experience or changed circumstances, they are provided for information purposes. Specific enabling actions may require Board action and will be brought forward at the appropriate time of implementation.*

**One-Year Action Plan:** This includes action steps to be accomplished to help meet the long-term outcome statements under each strategic initiative or priority. The one-year action plan is reviewed regularly and will be updated annually.

**Individual Departmental Strategic Plans:** Strategic plans at the departmental level that reflect the unique role of each department, and the specific services each department provides to County residents. Each department is expected to work with the Board to develop and annually review and update, as necessary, a departmental strategic plan.

COUNTY OF LOS ANGELES STRATEGIC PLAN  
2012 Proposed Update

---

**GOAL 1: OPERATIONAL EFFECTIVENESS:**

**Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.**

---

**Strategic Initiative 1: Human Resources Management**

**Priority Focus 1: Human Resource Architecture**

**Long-Term Outcome Statement:** To implement recommended new Human Resources (HR) Architecture to best accomplish the County's long-term HR strategic goals by eliminating redundant functions and improving quality of HR services countywide (within 2-5 years).

**2012 Action Plan**

- Action Step 1: By June 30, 2012, present to the HR Executive Advisory Subcommittee the key areas identified by the Department of Human Resources (DHR) and addressed by the HR Council to advance the phased plan to implement the proposed HR business model.
- Action Step 2: By June 30, 2012, in partnership with the departmental management, develop a shared services model that will deliver high quality human resource services that support business needs and goals; assess feasibility and funding impact of funding.
- Action Step 3: By June 30, 2012, pilot the new shared services model in one County department.

**Priority Focus 2: Classification/Compensation**

**Long-Term Outcome Statement:** Transform and improve the Classification/Compensation function for the County by consolidating classifications based on a new competency-based model for Human Resources; providing classification and compensation technical training for line and HR staff; and developing and implementing a formal "Multi-Purpose Job Analysis" process that will facilitate the integration of the new competency-based HR model with the major HR functions: classification and compensation, selection, and training.

**2012 Action Plan**

- Action Step 1: By June 30, 2012, complete preliminary analysis of 303 non-represented, administrative professional classes to identify which of these classes can be considered for consolidation into the broader, core, generic ASM series.
- Action Step 2: By June 30, 2012, provide core technical training in Classification and Compensation to all County employees assigned to this functional area

(approximately 75 staff). The training will cover the first four of eight modules of our new Classification and Compensation Training Program.

Action Step 3: By June 30, 2012, work collaboratively with DHR to develop and implement a formal Multi-Purpose Job Analysis process. This includes finalizing the methodologies and tools (i.e., forms, systems, inter-departmental organization structure, staffing, policies and procedures), and actual completion of formal job analyses for two managerial classes.

### **Priority Focus 3: Performance Management and Discipline**

**Long-Term Outcome Statement:** Promote a more effective Performance Management and Discipline Program by improving countywide consistency in the application of disciplinary actions and policies.

#### **2012 Action Plan**

Action Step 1: By June 30, 2012, considering feedback received from the pilot department and the HR Executive Advisory Subcommittee, assess the feasibility and impact of funding the Countywide Discipline Management System and finalize any enhancements that are required prior to countywide implementation.

Action Step 2: Implement a pilot of the Civil Service Appeal Database in the DHR Civil Service Advocacy Division and, by June 30, 2012, based on the outcome of the pilot, implement the collection of and reporting of this data for all non-safety related County departments.

Action Step 3: Implement the Performance Net System to effectively manage performance evaluations consistently throughout the County. By December 31, 2012, complete the work plans for 10 departments including consultation with unions and training of the users. Workplans will be uploaded and made accessible to the users in the Performance Net System.

### **Strategic Initiative 2: Risk Management**

#### **Priority Focus 1: Workers' compensation cost reduction (including Risk Exposure Cost Avoidance Plan [RECAP] and safety issues)**

**Long-Term Outcome Statement:** Reduce frequency of claims and return more employees to work following accidents.

#### **2012 Action Plan**

Action Step 1: By July 31, 2012, implement the countywide leave and absence management system and provide training for departments.

Action Step 2: By December 31, 2012, provide customized training and support to departments related to the management of employees either on Long-Term Leave or those that are currently on a temporary Conditional Assignment and need to be permanently placed, retired, or medically separated from County service.

- Action Step 3: By December 31, 2012, expand return-to-work options for employees with temporary work restrictions which cannot be accommodated within their unit of assignment, and assist DHR in evaluating placement options for employees with permanent work restrictions which cannot be accommodated within their department.
- Action Step 4: By July 31, 2012, improve distribution of workers' compensation and liability data through Cognos or other data aggregation method.
- Action Step 5: By December 31, 2012, compare last and recent fiscal year data for identified loss cost drivers to measure the effects of training and other loss control efforts. Where necessary, consider and implement more effective strategies for controlling identified cost drivers.
- Action Step 6: By December 31, 2012, identify successful, measurable solutions that impacted cost reduction and loss control for some departments and consider for implementation in other departments

**Priority Focus 2: Vehicle usage and liability**

**Long-Term Outcome Statement:** Reduce accidents and related expenses involving County drivers and their vehicles, and expenses related to third-party damages.

**2012 Action Plan**

- Action Step 1: By June 30, 2012, complete the development of the Motor Vehicle Safety Program template.
- Action Step 2: By December 31, 2012, identify available resources, and develop a formal Motor Vehicle Safety Training Program that can be leveraged by all County Departments.
- Action Step 3: By December 31, 2012, obtain clarification - and if possible - expand the reach of the County's Employer Pull Notice Program to include all permittee drivers.
- Action Step 4: By June 30, 2012, where none exists and where sufficient vehicle accidents occur, establish departmental Vehicle Accident Review Committees to meet, as necessary, to track frequency, severity and root causes of all work-related vehicle accidents.

**Priority Focus 3: Employment practices**

**Long-Term Outcome Statement:** Reduce litigation expenses and claim frequency related to employment practices liability.

**2012 Action Plan**

- Action Step 1: Continue LERC sub-committee and Strike Teams. The LERC sub-committee has reconstituted its Wage and Hour Strike Team to allow for the review of overtime policies for various County departments. In addition, a Strike Team has been created to focus on the trends in discrimination, harassment and

retaliation litigation that is intended to allow for a "lessons learned" approach to mitigating claims. **December 2012**

- Action Step 2: Continue involvement with the Countywide Equity Oversight Panel and the investigations and recommendations that it makes. The Office of County Counsel and the LERC sub-committee will continue to monitor, review and report on the implementation of the new Policy on Equity and its impact on claims and litigation. **December 2012**
- Action Step 3: Evaluate department overtime policies to identify problematic issues and develop and provide training to minimize the impact of any issues discovered with regard to particular County departments or job functions. **July 2012**
- Action Step 4: Explore legislation as a possible means to reduce litigation exposure. **March 2012**
- Action Step 5: Jointly, with DHR, develop and distribute a periodic bulletin to address employment issues and communicate lessons learned. **March 2012**
- Action Step 6: Conduct trend analyses seek proactive measures. Determine what, if any, training, policy changes or operational changes should be recommended to minimize litigation exposure by using current and historical case information. **September 2012**
- Action Step 7: Continue the early investigation and resolution of complaints and claims in an effort to reduce litigation. By assigning County Counsel attorneys to both department specific and/or subject matter specific areas, it is easier for County departments to seek advice and review of issues at an earlier stage of the process. That early intervention should assist in reducing the number of issues that ultimately reach a litigation phase. **Ongoing**
- Action Step 8: Coordinate with DHR and existing committees, as requested, in an effort to provide early advice or review of legal issues. **Ongoing**

### **Strategic Initiative 3: Budget Management**

#### **Priority Focus 1: Contracting**

**Long-Term Outcome Statement:** Streamline and standardize contracts and the contracting process.

#### **2012 Action Plan**

- Action Step 1: By June 30, 2012, the Internal Services Department (ISD) will continue contracts training for 33% (180 staff) of the current department-identified target population of approximately 550 employees. ISD will work with departments to prioritize the trainee listings to ensure that employees with more significant contracts duties are trained earlier.
- Action Step 2: By June 30, 2012, the working group and supporting departments will implement two master agreement pilot areas to pool similar services among

various departments, either by leveraging existing departments' master agreements or by initiating new master agreements.

- Action Step 3: By June 2012, ISD will review the departments that attend the Countywide Contracting Network meetings, and reach out to departments that do not regularly participate.
- Action Step 4: By June 30, 2015, the working group will measure changes in the number of departments using core master agreements, and identify efficiencies or impacts on staff time, contract pricing, etc.
- Action Step 5: By June 30, 2015, ISD will schedule contracts training for the remainder of the current department-identified target population, with a goal to reduce or eliminate contracts training waitlists.

**Priority Focus 2: Budget Process and Administration**

**Long-Term Outcome Statement:** Ensure a balanced budget and streamline and improve communication and transparency in the budget process.

**2012 Action Plan**

- Action Step 1: By January 31, 2012, implement a more comprehensive report, updated monthly, for analysis of the County's fiscal status base. Relying on the updated department monthly variance reports, prepare a comprehensive report on the County's fiscal position and present recommendations and impact analysis to the County Board of Supervisors on a quarterly basis.
- Action Step 2: By April 15, 2012, implement two key budget process improvements: 1) analyze and update salary savings calculations for all departments to reflect four years of budget curtailments and realistic hiring plans; and 2) accelerate the Classification/Compensation and Chief Information Officer (CIO) budget analysis of position changes and information technology requests to include their findings in the Recommended stage of the budget process.
- Action Step 3: By March 31, 2012, working with the Executive Office of the Board of Supervisors, design and implement the Integrated Chief Executive Office (CEO) Budget Module, a new computer system which centralizes and tracks recommendations on budget packages for use in developing the Recommended, Final Changes and Supplemental stages of the budget, to make the budget development process easier and more transparent for Board Budget Deputies.

**Priority Focus 3: Item Control**

**Long-Term Outcome Statement:** Implement the eHR Position Control system to enable the County to track positions in accordance with authorized appropriations and provide increased budgetary control.

**2012 Action Plan**

- Action Step 1: By April 30, 2012, continue training on eHR Position Control and the new payroll system prior to implementation.

Action Step 2: By April 30, 2012, provide on-going support and guidance to departments to implement the eHR position control system and new payroll system.

Action Step 3: Throughout 2012, work with departments on any reconciliation issues, reorganizations and reclassifications necessary to bring their items into compliance with countywide policies enforced in the new system.

## **Strategic Initiative 4: Communications**

### **Priority Focus 1: Continuing Media Relations and Social Media Development**

**Long-Term Outcome Statement:** Continue to provide timely and accurate communication to internal and external audiences, leveraging the Internet and social media.

#### **2012 Action Plan**

Action Step 1: By June 30, 2012, expand the social media access pilot project by proposing a revised set of policies to the Board of Supervisors regarding social media usage.

Action Step 2: By June 30, 2012, continue regularly scheduled training sessions to County leaders on interacting with the media, and specialized communications training sessions and forums.

Action Step 3: By June 30, 2012, achieve a 100% participation rate by County departments for having some form of presence on social media sites.

Action Step 4: By June 30, 2012, launch robust monitoring system for traditional media, broadcast, print, and social media coverage of the County and its agencies

### **Priority Focus 2: Reporting County Results**

**Long-Term Outcome Statement:** Continue to reengineer and strengthen existing communications tools in order to more effectively share County's results and progress with our customers.

#### **2012 Action Plan**

Action Step 1: By May 31, 2012, continue development of County Channel programming, including expansion and solidifying distribution venues for the Channel.

Action Step 2: By May 31, 2012, successfully launch the new multimedia County Annual Report, including widespread promotion of the new report, with goal of increasing viewership and participation by a minimum of 25% compared to previous hard copy edition.

Action Step 3: By May 31, 2012, provide training sessions for County managers and communicators on successful use of social media, including Twitter, as a primary vehicle for instantly sharing County results with the community.

Action Step 4: By May 31, 2012, leverage soon-to-be-launched media monitoring system to provide County leaders for the first time with quantifiable data about County's relevance in media mentions, including monetary value of this publicity and total viewers and readers of information about the County.

**Priority Focus 3: Mobile Applications**

**Long-Term Outcome Statement:** Continue advising in the development of mobile applications to meet customer needs and increase access to County services.

**2012 Action Plan**

- Action Step 1: By December 31, 2012, continue to identify services that would better meet customer needs through a mobile application.
- Action Step 2: By December 31, 2012, continue partnership between County Counsel, CEO, CIO, and ISD in identifying and solving routine technical and legal issues related to developments and changes in mobile application landscape.
- Action Step 3: By December 31, 2012, measure effectiveness of existing mobile applications that have already been launched, and continue promotion and messaging about these resources to County customers.

---

**GOAL 2: FISCAL SUSTAINABILITY:  
Strengthen and enhance the County's capacity to sustain essential County  
services through proactive and prudent fiscal policies and stewardship.**

---

**Strategic Initiative 1: Probation's Balanced Budget**

**Long-Term Outcome Statement:** Deliver probation services that meet clients' needs and that are provided within budget each year.

**2012 Action Plan**

Balanced Budget

Action Step 1: By June 30, 2012, the Probation Department will operate within the Board-approved budget.

Action Step 2: By April 2012, the Probation Department will strengthen its management of Item Control and related salary savings to achieve 100% accuracy.

Action Step 3: By June 30, 2012, the Probation Department will explore, analyze, and develop options for the use of additional revenue sources.

Employees

Action Step 1: By June 30, 2012, the Probation Department will continue to reduce its labor costs by improving attendance, minimizing safety risks, and reducing over time of its 6,000 employees. To do this, the Probation Department will:

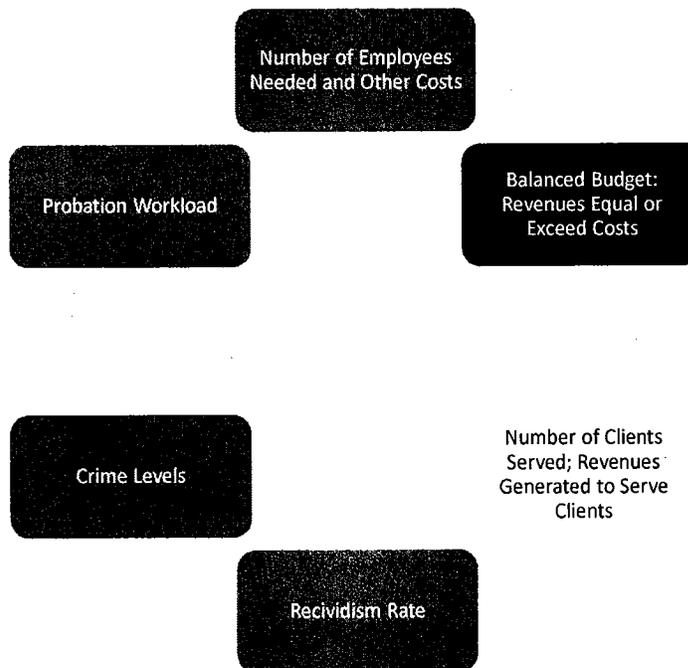
- By June 30, 2012, manage its over-time budget and reduce the over-time hours and costs overall.
- By June 30, 2012, reduce absenteeism rates, particularly at the halls, camps, and field operations, from 19.6% in FY 2010-2011 to 14.0%, which is based on the Auditor-Controller's Productive Hourly Rate (PHR). (Note: Probation's absentee rates have been lower: 12.7% in FY 2008-2009 and 13.1% in FY 2009-2010.)
- By June 30, 2012, implement an enhanced Return-to-Work Program, based on the Sheriff's Department model and anticipated additional resources, which will reduce these overall costs by 5%.
- By October 31, 2012, design and implement an enhanced risk management and safety program, based on anticipated additional resources, focusing on a safe work environment and reducing industrial accidents to determine if a reduction in industrial accidents is achievable.
- By October 31, 2013, reduce the cost of employees on 4850 benefits by 10%. (Note: Probation currently has 119 employees on 4850 benefits, which represent 18% of all absent employees.)

Reduced Demand for Services

Action Step 1: By January 31, 2012, the Probation Department will explore other budgeting models that are based on “numbers served” versus “capacity to serve” to avoid historic problems of overstaffing during fluctuations in numbers served.

Action Step 2: By June 2014, the Probation Department will decrease recidivism of its clients served by 5%.

**Cause-Effect Relationships:  
Crime, Workload, and Budget**



On a simplistic level, reductions in crime and recidivism rates, reduces the number of clients served, which in turn reduces Probation’s workload and staffing requirements. Reduced crime results in a safer County.

**Strategic Initiative 2: Title Iv-E Waiver Implementation and Renewal**

**Long-Term Outcome Statement:** Complete implementation of the current Title IV-E Waiver to improve outcomes for children and families served and to ensure fewer children and youth are in foster care and for a shorter length of stay, and support the State’s effort in securing a five-year Title-IV E Waiver renewal to support ongoing reforms to the County’s child welfare system in the areas of child safety, permanency and self-sufficiency.

**2012 Action Plan**

Action Step 1: By June 30, 2012, the Department of Children and Family Services (DCFS) will implement the following strategies utilizing reinvestment savings that have resulted from the current Title IV-E Waiver:

- Child safety: Reduce entry into out-of-home care and abuse in out-of-home care through investment in the following programs: Prevention Initiative Demonstration Project (PIDP); Time Limited Family Reunification (TLFR); Adoption Promotion and Support Services (APSS); Child Abuse Prevention, Intervention and Treatment (CAPIT); HUBs to provide comprehensive medical evaluations; Public Health Nurses (PHNs); Parents in Partnership (PIP); and Emergency Response (ER) caseload sustainability.
- Permanency: Improve reunification within 12 months and increase adoption rate within 24 months and improve placement stability through investment in the following programs: Enhanced Specialized Foster Care with Department of Mental Health (DMH) and Upfront Permanency Partners Program (P-3).
- Self Sufficiency: Improve social and emotional well-being and educational attainment of children served by investing in Youth Development Services (YDS), Independent Living Planning Services (ILP), and Countywide Foster Youth Education Program.

Action Step 2: By June 30, 2012, DCFS and Probation will fully participate in the State's final evaluation of the current Title IV-E Waiver which will assess cost-neutrality, utilization of reinvestment funds for FYs 2010-11 and 2011-12, Probation Department's access and use of Child Welfare Services-Case Management System (CWS-CMS), and overall progress towards meeting goals.

Action Step 3: By December 31, 2012, the CEO, DCFS and Probation will develop an education and advocacy program for California's State and Federal legislative delegations on Los Angeles County's achievements under the current Title IV-E Waiver and the benefits to the County's children and families of extending the Waiver for five additional years.

### **Strategic Initiative 3: California's Section 1115 Medicaid Waiver and Health Care Reform**

**Long-Term Outcome Statement:** To safeguard the Los Angeles health care safety net and provide access to a high-quality, patient-centered, cost-effective health care delivery system by taking full advantage of California's Medicaid Section 1115 Waiver, also known as "the California Bridge to Reform;" achieving all Waiver requirements, and preparing Los Angeles County for the implementation of coverage aspects of the Patient Protection and Affordable Care Act in 2014.

#### **2012 Action Plan**

Action Step 1: Increase patient volume and levels of service to Department of Health Services (DHS) and DMH managed care populations.

- By June 30, 2012, enroll at least 125,000 total eligible patients into Healthy Way LA (HWLA) Program, which provides "bridge coverage" for those populations who will become eligible for traditional Medicaid in 2014.
- By June 30, 2012, empanel at least 30,000 seniors and persons with disabilities (SPD) and 60,000 HWLA patients into DHS primary care medical homes.

- By June 30, 2012, complete a detailed strategic and implementation plan for building DHS capabilities as a Medical Services Organization.
  - By December 31, 2012, meet HWLA and SPD specialty care access standards for at least top-five medical/surgical specialties.
- Action Step 2: By October 31, 2012, fully achieve milestones and funding for the Delivery System Reform Incentive Pool (DSRIP) Demonstration Year 7 component of the 1115 Waiver, which is designed to support public hospital systems in strengthening and improving safety net health care delivery systems.
- Action Step 3: Build out key components of DHS information technology infrastructure to support clinical quality and care coordination, including:
- By December 31, 2012, implement i2i (Disease Management Registry) in >90% of DHS primary care clinics.
  - By December 31, 2012, implement an electronic consultation system linking primary care providers and specialists across at least 10 specialties and >75% of all DHS primary care clinic sites.
  - By December 31, 2012, complete RFP and contracting process and begin design/build of an Enterprise Electronic Health Record (EHR) capable of meeting "meaningful use" criteria as defined by the Medicare and Medicaid EHR Incentive Program.
- Action Step 4: Enhance DHS' ability to measure and improve outpatient patient satisfaction.
- By December 31, 2012, begin use of CG-CAHPS<sup>1</sup> outpatient satisfaction survey tool at all DHS primary care clinics.
  - By June 30, 2012, complete redesign of customer service training curriculum and begin implementation of new program with outpatient front-line staff.
- Action Step 5: By June 30, 2012, improve access and reduce per-visit costs by increasing the number of unique patients seen in DHS primary care and specialty care clinics in FY 2011-12 by 10% in comparison with FY 2010-11.
- Action Step 6: Implement new models for the delivery of expanded integrated behavioral health care and primary care under the 1115 Waiver in preparation for health care reform.
- By June 30, 2012, establish co-located DMH programs within six DHS Health Centers.
  - By June 30, 2012, enhance integrated behavioral health care and primary care through the establishment of mental health programs within Community Partner agencies by establishing contracts with 20 new providers and

---

<sup>1</sup> Clinician and Group Consumer Assessment of Healthcare Providers and Systems

implementing all systems required for delivery and claiming of mental health services.

- By June 30, 2012, implement three models of integrated community-based behavioral health care and primary care funded through the Mental Health Services Act Innovation Plan including: Integrated Mobile Health Teams, Integrated Clinic Model and Community-designed Integrated Service Management Model.

Action Step 7: Develop the workforce necessary for health care reform expansion.

- By June 30, 2012, train at least 175 mental health practitioners in the Mental Health Integration Program, an evidence-based practice for the delivery of integrated care in primary care settings.
- By June 30, 2012, develop and implement three models for training of peer counselors in care coordination and care management.
- By June 30, 2012, develop and implement the team-based model of care within the majority of DHS primary care medical homes.

#### **Strategic Initiative 4: County Fiscal and Information Technology (IT) Management, and Cost Efficiencies**

**Long-Term Outcome Statement:** Improve the County's long-term capacity to sustain critical County services within available resources through cost-efficiency savings, leveraging IT resources, improved fiscal forecasting, and diligent monitoring.

##### **2012 Action Plan**

Action Step 1: By February 29, 2012, begin a process to identify and implement strategies to achieve savings in the County's purchasing of information technology as part of the Board approved Business Automation Planning process in FY 2012-13 and beyond in hardware purchases and software licensing. On an ongoing basis, continue and expand efforts to provide one-time and ongoing savings in utilities, purchasing, and other operational costs. It is projected that combined savings from the implementation of the above strategies may be up to \$20 million over a multiple year period.

Action Step 1a: By March 31, 2012, complete the purchase and process to deploy the Enterprise License Agreement for Adobe Livecycle Reader Extensions Software countywide to permit the County to create intelligent forms to replace paper-based internal and external processes. Launch training sessions for departments on implementing the software.

Action Step 1b: By April 30, 2012, (CIO, in conjunction with ISD) develop and issue an RFP to establish a Managed Print Services (MPS) Master Services Agreement to optimize desktop printing, to consolidate purchasing and establish and monitor policies to maintain an optimal printing environmental with a goal of realizing potentially savings of \$9.7 million annually.

- Action Step 1c: By May 31, 2012, implement and begin deployment of a shared Electronic Content Management Infrastructure that will enable consolidation of a stand-alone system infrastructure and provide for an alternative to departmental systems being deployed avoiding costly building, support and staffing expenditures while providing cost-effective disaster recovery to minimize data loss in case of a local power outage or other local event.
- Action Step 1d: Throughout 2012, continue working with participating departments to implement enterprise license with IBM/VMware for virtual software and services enabling the County to consolidate multiple servers onto fewer servers with no impact to service or performance, reducing costs, electrical power and cooling requirements. It is projected that the County would save an estimated \$3.2 million over a three-year period.
- Action Step 2: By February 29, 2012, prepare a "Revenue Book" for the major countywide discretionary revenues. Utilize the "Revenue Book" to improve revenue information provided to the Board and forecasting reliability for major countywide discretionary revenues, such as Property Taxes, Sales Taxes, Vehicle License Fees, Deed Transfer Taxes, Interest Earnings, etc.
- Action Step 2a: By July 31, 2012, expand the "Revenue Book" to include major departmental revenues to provide a more comprehensive overview of all major County revenues. The Revenue Book will include historical information to support a consistent analytical approach to forecasting revenues and identify potential revenue issues that may impact more than one County department.
- Action Step 3: By January 31, 2012, revise the Multi-Year Fiscal Forecast to be a more comprehensive strategic document by providing additional information on major potential issues, not only issues that have a high degree of certainty. This comprehensive outlook will allow management and policy makers to have a much greater perspective on the decisions they are required to make.
- Action Step 3a: By November 30, 2012, continue to update the Multi-Year Fiscal Forecast for the next five-year period and reconcile assumptions from the previous forecast to actual events.

### **Strategic Initiative 5: Collective Bargaining/Employee Benefits and Related Costs**

**Long-Term Outcome Statement:** Reduce and contain current employment costs while promoting health and wellness for all County employees.

#### **2012 Action Plan**

- Action Step 1: By February 29, 2012, fully prepare for the 2012 labor agreement negotiations including defining negotiation priorities, strategies and resources necessary to support successful negotiation.
- Action Step 2: By March 31, 2012, in collaboration with collective bargaining partners, re-evaluate current processes for annual health plan rate renewals. Develop a new approach that separates the long term planning from the rate renewal process. By July 31, 2012, update all benchmark surveys in preparation of

2012 bargaining process and research feasibility of replacing current manual survey process with web-based application to provide a cooperative survey with surrounding agencies.

- Action Step 3: By June 30, 2012, determine if it is prudent to develop a written fiscal policy that support's the County's role as fiduciary of the plans to alleviate current inconsistencies in risk assumption, funding methodologies, reserve levels, subsidies between health plans and subsidies within rate tiers
- Action Step 4: By September 30, 2012, explore feasibility of offering County health facilities as eligible providers under County employee health programs.
- Action Step 5: Ongoing through 2018, proactively lead the planning to address the impacts of Health Care Reform on the County as an employer, including communication and education of County employees as consumers on benefits, and provisions for benefits exchange and tax implications.
- Action Step 6: By September 30, 2012, through partnership with Risk Management, evaluate County policies and administrative practices of the Short-Term and Long Term Disability plans, including Code compliance.

---

**GOAL 3: INTEGRATED SERVICES DELIVERY:**  
**Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.**

---

**Strategic Initiative 1: Katie A. Exit Conditions**

**Long-Term Outcome Statement:** To successfully fulfill the objectives identified in the Katie A. Settlement to: 1) provide stable placements for children under the supervision and care of child welfare, and 2) ensure these children receive care and services consistent with good child welfare and mental health practice and the requirements of law, and exit the Katie A. Settlement as expeditiously as possible.

**2012 Action Plan**

Action Step 1: By June 30, 2012, implement the Shared Practice Model and Coaching in the Department of Children and Family Services' (DCFS) Compton and Pomona regional offices with emphasis placed on utilizing a child and family team approach to achieve better outcomes for the children and families served.

- By March 31, 2012, all DCFS Supervising Children's Social Workers (SCSWs) in Compton will receive basic coaching training and ongoing mentoring.
- By June 30, 2012, 20 DMH staff co-located in the Compton regional office in Service Area (SA6) and 75% of the 16 DMH contracted provider agencies in SA 6 will have been coached to the key elements of Shared Practice Model.
- By June 30, 2012, complete an implementation evaluation of the Shared Practice Model and Coaching in Compton and rollout refined Prototype to Pomona. All remaining DCFS offices will implement the Shared Practice Model and Coaching no later than June 30, 2013.

Action Step 2: By December 15, 2012, DCFS and DMH will successfully complete Phase III Quality Services Review (QSR) baseline reviews and DCFS will issue a final baseline report.

Action Step 3: By September 30, 2012, DCFS will increase enrollment from 2,100 to 2,600 children in Wraparound services.

**Strategic Initiative 2: ~~Extended Foster Care~~ Youth Self-Sufficiency**

**Long-Term Outcome Statement:** Provide quality foster care for current or future eligible non-minor dependents or wards of the juvenile court, ages 19 through 21, through phased implementation of AB 12 (Fostering Connections to Success and Increasing Adoption Act), while exploring program alternatives to reduce future costs to the County.

### **2012 Action Plan**

- Action Step 1: Beginning January 1, 2012, DCFS and Probation will begin enrolling in the first year of AB 12 all eligible youth who choose to remain in Extended Foster Care (EFC).
- Action Step 2: By February 15, 2012, DCFS will begin issuing regular program and fiscal reports on AB12/EFC, including net County cost neutrality analyses by closely monitoring AB 12 costs and caseloads, as well as impact of the Realignment Revenue.
- Action Step 3: By February 29, 2012, DCFS will issue all departmental policies involving the implementation of AB12/EFC.
- Action Step 4: By March 30, 2012, finalize DCFS' plans to implement the Transitional Housing Placement Plus-Foster Care (THP+FC) program for AB12/EFC participating youth, pending the State's issuance of an all County letter on the program to be issued in February 2012.
- Action Step 5: By December 15, 2012, DCFS will complete training of all ongoing service CSWs on AB12/EFC.

### **Strategic Initiative 3: U.S. Department Of Justice Memorandum Of Agreement (DOJ MOA) With The Probation Department**

**Long-Term Outcome Statement:** Ensure the Probation Department's Compliance with the DOJ MOA regarding the camps and mitigate any issues to avoid DOJ MOAs in future years.

### **2012 Action Plan**

- Action Step 1: By October 31, 2012, the Probation Department will successfully conclude the monitoring period for 35 DOJ MOA provisions.
- Action Step 2: The Probation Department and County Counsel will negotiate to either modify the terms or extend the compliance monitoring deadline for the remaining 6 DOJ MOA provisions. Subsequently, the Probation Department will execute the corresponding action plan to successfully implement the negotiated DOJ MOA provisions and compliance monitoring period. (Compliance deadline currently being negotiated)
- Action Step 3: The Probation Department will continue to provide regular status reports to the Board of Supervisors on the DOJ MOA until full compliance is achieved.
- Action Step 4: The Probation Department will sustain compliance with the DOJ MOA after the initial compliance.

### **Strategic Initiative 4: AB109/117 Public Safety Realignment**

**Long-Term Outcome Statement:** Provide AB109 service requirements while meeting clients' needs within available fiscal resources and State funding.

## 2012 Action Plan

The following County departments and related agencies in the Public Safety and Health and Mental Health Cluster are affected by AB109/117: Probation; Sheriff; District Attorney; Public Defender; Alternate Public Defender; the Departments of Public Health, Health Services, Public Social Services, and Mental Health; and the Trial Courts.

Action Step 1: By June 30, 2012, the CEO's Intergovernmental and External Affairs Division, working with the Public Safety Cluster, will continue to pursue and obtain legislation with a constitutional guarantee for funding AB109.

Action Step 2: Through July 31, 2014, Public Safety Cluster departments will provide quarterly evaluations and assessments of AB109 workload impacts and take necessary actions to respond to additional workload.

- Public Safety Cluster departments will collect and analyze monthly data resulting from AB106 implementation, such as: clients served, risk and need levels, cost of services, State revenues received, fiscal balance, and workload impact.
- By July 31, 2012, Public Safety Cluster departments will analyze monthly data and revise the AB109 Implementation Plan, as necessary, to meet clients' needs.
- By July 31, 2013, Public Safety Cluster departments will analyze FY 2012-13 data and revise the AB109 Implementation Plan, as necessary to meet clients' needs.

## Strategic Initiative 5: Capital Projects Coordination

**Long Term Outcome:** Efficiently deliver the County's capital projects management through coordinating stakeholders' participation on projects, identifying and implementing opportunities for streamlining, and continuously reviewing of project status. Identify and measure key components of managing countywide capital projects.

### 2012 Action Plan

Action Step 1: By March 31, 2012, conduct a survey of key departmental and Board staff to determine the perception of capital projects delivery process and to request ideas for solutions to deficiencies.

Action Step 1a: By April 30, 2012, produce the results of the survey and begin the process of formalizing action steps and timelines toward improvements of the process and enhancement of procedures deemed acceptable. As applicable, convene meetings with stakeholders to clarify concerns and remedies so that steps implemented actually address the issues.

Action Step 2: By February 29, 2012, launch the Capital Projects Status Website that will provide real time status updates on all major capital projects. The system will provide key data such as location, cost, contractor, and timelines, as well as pictures showing progress.

- Action Step 3: By June 30, 2012, implement performance goals in line with the survey results and reviews. Develop measures of effectiveness and specific timelines. Illustrate how these goals will provide increased efficiencies and delivery of projects.
- Action Step 4: By September 30, 2012, identify the components that address effective management of countywide capital projects. Review of needs assessment, scope, financing, impacted departments, service provision, location and timeframes and how each of these are formulated and implemented and by whom.

COUNTY OF LOS ANGELES STRATEGIC PLAN  
2011 Close-Out Report  
Programmatic Goals 2 to 5

**GOAL 2: CHILDREN, FAMILY, AND ADULT WELL-BEING:**

**Enhance economic and social outcomes through integrated, cost-effective and client-centered supportive services.**

**Strategy 1: Client-Centered Integrated Services: Develop and implement client-centered approaches through integrated services and best practices.**

<p>Objective 1: Service Integration: By June 30, 2010, pilot a client-centered referral and tracking system and develop a consent form to track client outcomes, including the service integration projects at Magnolia and the homeless families' centralized intake form.</p>	<p>Completed</p> <p>A consent form has been developed, and a referral and tracking system is currently in use. The Service Integration Branch (SIB), members of the Magnolia Place Community Initiative, and 211 have developed the technical specifications for a web-based system and will continue to finalize.</p>
<p>Objective 2: Katie A: By June 30, 2011, draft Katie A. exit conditions for exit from the Settlement Agreement &amp; obtain Panel approval. By September 2011, complete implementation of Phase II Coordinated Services Action Team (CSAT) Katie A. Strategic Plan rollout in the following SPAs: 2, 3, 4, 5, and 8.</p>	<p>Completed</p> <p>The Katie A. Exit Conditions were approved by the Panel in the summer of 2011 and were discussed with the Board in Closed Session on October 25, 2011. The exit conditions have been filed with the Court.</p> <p>The Coordinated Services Action Team was rolled out to all of the Department of Children and Family Services (DECFS) area offices in August 2011.</p>
<p>Objective 3: East San Fernando Valley Family Support Center: By December 31, 2013, open the East San Fernando Valley Family Support Center.</p>	<p>Addressed in proposed update</p> <p>SIB, Asset Planning and Strategy, and Capital Projects are working with departments to explore impact that potential changes to space/program design will have on implementation. This Objective will be addressed in Goal 3, Strategic Initiative 5: Capital Projects Coordination.</p>

**Strategy 2: Information Sharing: Promote information sharing and strategic planning within and between clusters, departments, and agencies to create more accessible and cost effective service delivery.**

<p>Objective 1: Family Children's Index (FCI): Implement the Board's recommendations from June 12, 2009. By December 31, 2009, complete the critical technical enhancements and finalize MOU among departments.</p>	<p>Completed</p> <p>Technical enhancements have been implemented, and upgrades will continue to be implemented as needed. For example, the Children and Budget deputies recently approved additional enhancements that include the participation of an additional 10 non-County law enforcement agencies in FCI.</p>
---	--

<p>Objective 2: Gang Violence Reduction: By June 30, 2010, implement Phase 1 at 4 demonstration sites: Pacoima, Florence-Firestone, Monrovia-Duarte, and Harbor Gateway</p>	<p>Completed</p> <p>Phase 1 of the Gang Strategy has been implemented in the four demonstration sites. Efforts related to juvenile re-entry in the four demonstration areas has led to the initiation of a regional juvenile re-entry council that will have countywide implications.</p>
<p>Objective 3: LINKAGES: By June 30, 2010, implement LINKAGES Cohorts 5 and 6. By October 31, 2010, complete final evaluation report.</p>	<p>Completed</p> <p>The Final Linkages Evaluation Report was completed and submitted to the State in June 2011.</p>

**Strategy 3: Cost Avoidance: Increase cost avoidance and improved service outcomes through improved administrative efficiency and management.**

<p>Objective 1: By December 31, 2010, complete the transfer of the Department of Children and Family Service (DCFS) Information Technology (IT) function from DCFS to the Internal Services Department (ISD).</p>	<p>Completed</p> <p>The migration to ISD is complete, and minor Local Area Network (LAN) upgrades will continue.</p>
---	--

**Strategy 4: Partnerships: Strengthen partnerships with community based-organizations, foundations, and other governmental agencies to maximize effectiveness, funding sustainability and capacity building.**

<p>Objective 1: Seamless Senior Services: By February 2011, using existing resources, implement some of the recommendations from the multi-year Seamless Senior Services plan with the Departments of Mental Health, Public Social Services and Military and Veterans' Affairs, and other stakeholders. At-Risk Seniors was Objective 6; combined with Strategy 2, Objective 4, Seamless Senior Services.</p>	<p>Completed</p> <p>Based on a collaboration of County partners and community stakeholders, 60 recommendations were proposed to be implemented over three years. Using existing resources, all Year 1 and 2 goals were implemented as of 6/30/11. As Year 3 goals require funding for implementation, they are not being pursued pending the identification of funding for them.</p>
<p>Objective 2: City/County Homeless Collaborations (Homeless Stakeholder Collaboration): By June 30, 2011, in partnership with stakeholders, develop specific recommendations to align housing development and supportive services by increasing joint City/County supported units by 20 percent.</p>	<p>Completed</p> <p>There are several partnerships in different phases of process that align City/County resources and greatly promote homeless collaborations. They are as follows:</p> <ol style="list-style-type: none"> <li>1. Department of Health Services (DHS) and the CEO Homeless Coordinator, along with support from Department of Mental Health (DMH) and Department of Public Health (DPH), have led an effort to implement housing for homeless individuals who remain in DHS hospitals for long periods of time due to issues related to homelessness. DHS will provide supportive service and operational resources to partner with the Los Angeles City Housing Department (LAHD) housing units and the Housing Authority of the City of LA (HACLA) rental subsidies. They intend to do an Request For Proposals (RFP) for a property management and services provider. This was approved in concept by the Health and Homeless deputies on October 19, 2011. The first project in this partnership will be for 44 housing units in South LA.</li> </ol>

	<p>DHS will implement further partnerships with the City as resources become available.</p> <p>2. LAHD, HACLA, and County departments have begun to meet to discuss collaborative Notices of Funding (NOFAs) and how LAHD NOFAs can include a section which asks the proposer to describe a services plan utilizing existing and future service resources.</p> <p>3. HACLA and the CEO Homeless Coordinator have been in discussion to plan a joint RFP, which would offer Section 8 tenant-based housing vouchers so County funded service providers can provide an intensive services component to align with housing opportunities for their homeless clients.</p> <p>4. Los Angeles Homeless Services Agency (LAHSA), CEO have begun a planning process which includes a discussion with Los Angeles Housing Department, Housing Authority of the City of LA, Community Development Commission and Housing Authority of the County of LA that would result in targeting resources for specific homeless populations including chronically homeless individuals and families.</p> <p>5. The United Way has initiated a Funders Collaborative to better align public and private resources to implement supportive housing for chronically homeless and veterans. DHS, DMH, DPH and the CEO Homeless Coordinator will participate in this collaborative.</p> <p>6. The CEO Homeless Coordinator continues to work with various communities to provide technical assistance in building supportive service partnerships to be aligned with permanent housing opportunities.</p>
<p>Objective 3: Dental Services for Children: By March 2010, Children and Family Services working with Health Services will develop a proposal, which includes private funding/resources, for a public/private partnership to expand dental services to children involved in the child welfare system.</p>	<p>Completed</p> <p>DHS was awarded \$300,000 by First 5 LA in February 2010 for equipment and dental provider start-up costs to establish a pediatric dental clinic adjacent to the Medical Hub at the High Desert Multi-Service Ambulatory Care Center (MACC). The capital project is now complete. The current target date for the dental clinic opening is July 1, 2012. Through a review by DHS, CEO, and DCFS, it has been determined that the plan to implement a dental clinic at the HUBs be halted. Consideration has been given to the current usage of dental services at Martin Luther King, Jr. MCAA and Harbor-UCLA Medical Center HUBs.</p>

<p>Objective 4: Arts for All School Districts: By December 31, 2011, the Los Angeles County Arts Commission, working with the Los Angeles County Office of Education and other key stakeholders, will increase the number of school districts in LA County with an adopted arts education plan through the Arts for All initiative by six percent, to support the ultimate goal that every public school student in LA County will receive a high quality K-12 education.</p>	<p>Completed</p> <p>This objective was met by five school districts - Hermosa Beach, Los Nietos, Pomona, South Whittier and Temple City -- adopting an arts education plan.</p>
---	---

**Strategy 5: Maximize Resources: Maximize existing resources and program effectiveness through program evaluation and improved data management.**

<p>Objective 1: Evaluate the Homeless Prevention Initiative (HPI): By June 30, 2011, complete an evaluation of the programmatic and cost avoidance savings of several HPI programs. The project will implement a record linkage methodology to integrate County databases containing information on services provided to homeless participants. Evaluation will be done in phases and will inform the new strategic plan. Up to five program evaluations will be completed during FY 2009-10.</p>	<p>Completed</p> <p>SIB/Research and Evaluation Services (RES) has completed a series of evaluations of the programmatic and cost avoidance savings of several HPI programs.</p>
<p>Objective 2: By June 30, 2011, evaluate the 10,000 Jobs Initiative funded by the American Recovery and Reinvestment Act of 2009 to track job retention and related outcomes.</p>	<p>Incomplete and should be discontinued</p> <p>The initial plan was to conduct a formal evaluation of the Temporary Assistance for Needy Families (TANF), Emergency Contingency Fund (ECF), and 10,000 jobs program. However, after Los Angeles and several other California counties were successful in lobbying for new legislation that would broaden the scope of subsidized employment in California's welfare to work program, Department of Public Social Services (DPSS) decided not to pursue a formal evaluation of the 10,000 jobs program. The new legislation, SB 72, changed some of the fundamental aspects of the program design. Since the program design would change significantly for subsidized employment post SB 72, DPSS saw no reason to evaluate the previous design, but opted to modify the program and study the new design. The target date to complete the new evaluation of subsidized employment post SB 72 is December 31, 2013.</p>
<p>Objective 3: By March 2011, implement a Data Mining technology solution through competitive procurement to assist in the detection and prevention of fraudulent activities among individuals or groups participating in Stage 1 Child Care Program for CalWORKs participants.</p>	<p>Completed</p> <p>The Data Mining System (DMS) was implemented on May 9, 2011, and has proven to be an effective tool in improving the detection and prevention of fraudulent activities among individuals and groups participating in the CalWORKs Stage 1 Child Care Program.</p>

<p>Objective 4: By December 2011, utilizing the Service Integration Branch's (SIB's) integrated Data warehouse, expand the Advanced Linkages Project methodology to other County programs and provide web access to interested departments (dependent upon funding availability).</p>	<p>Completed</p> <p>The expansion of the Advanced Linkages Project methodology to other County programs and web access for departments have been developed. Full implementation will take place during early 2012.</p>
<p>Objective 5: By June 30, 2011, evaluate outcomes of transition age youth who received services from the County's foster care and probation systems during 2002-05. The project will integrate County and external databases containing information on programs and services provided to transition age youth. The evaluation will follow the youth to adulthood and track outcomes during 2005-09.</p>	<p>Completed</p> <p>An evaluation on the adult outcomes of youth who exited dependent care and probation supervision during 2002 and 2004 was completed in November 2011.</p>
<p>Objective 6: By June 30, 2011, conduct quantitative and qualitative analyses to evaluate the Mandated Substance Abuse and Recovery Program (MSARP) for General Relief participants receiving services from DPSS and the Department of Public Health.</p>	<p>Completed</p> <p>SIB/RES completed a final report of the MSARP program for comments by DPSS and DPH. A final draft has now been completed which incorporates comments from DPH and DPSS. The study has now been submitted to DPH and DPSS for final review. The study will be released during the first quarter of 2012.</p>
<p>Objective 7: By June 2012, complete evaluation and final report of the five critical success factors for a sound arts education infrastructure. The data from the gap analysis will inform the Los Angeles County Arts Commission's and Los Angeles County Office of Education's efforts to increase the number of school districts in LA County with an adopted arts education plan.</p>	<p>Transfer to department strategic plan</p> <p>Transfer to the Arts Commission. Between February and March 2012, the Arts Commission will increase the response rate for school districts completing the survey. It is expected that the final report will be completed by June 2012.</p>

**GOAL 3: COMMUNITY AND MUNICIPAL SERVICES:**

**Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer oriented municipal services to the County's diverse unincorporated communities.**

**Strategy 1: Cultural and Recreational Enrichment: Increase accessibility to County cultural, recreational and lifelong learning facilities and programs.**

**a. Promote County programs offering opportunities for cultural, recreational and lifelong learning and expand on enhancing program opportunities between multiple County departments that share services.**

<p>Objective 1: In order to reduce costs and enhance available programming for the residents of Los Angeles County, by March 30, 2010, identify a list of cultural, recreational and lifelong learning programs that could be cosponsored by County departments; By June 30, 2010, develop an implementation plan for introduction of selected programs.</p>	<p>Incomplete and should be discontinued</p> <p>A committee representing each department met and a list of possible collaborations was established. An implementation plan was developed for one collaborative project to take place in FY 2010-11 "Mysteries of Life on Earth." However, due to the impact of budget reductions, this has been placed on hold. With the continued budget uncertainty, this objective should be discontinued.</p>
--	---

**b. Develop a long-range plan so that all residents of Los Angeles County, regardless of age, have access to quality, affordable cultural, recreational and lifelong learning services.**

<p>Objective 1: By December 31, 2010, create a model joint use agreement between Department of Parks and Recreation and LAUSD for the shared use of facilities such as gyms or playing fields.</p>	<p>Transfer to department strategic plan</p> <p>This objective should be transferred to the Department of Public Health's Strategic Plan.</p> <p>Parks and Recreation completed the Policy and Procedure for Joint use.</p> <p>In March 2010, Parks and Recreation joined efforts with the RENEW Community Coalition spearheaded by the Department of Public Health who was awarded \$16 million from the Center of Disease Control for Communities Putting Prevention to Work initiatives. Joint Use is one of the Coalition's initiatives.</p>
--	--

<p>Objective 2: By December 31, 2011, support the implementation of the Emerald Necklace plan, educational programming and recreational uses.</p>	<p>Completed</p> <p>This objective is completed and on-going. January 2011: Peck Park along the Emerald Necklace Phase 1 and 2 park improvements were completed to increase the appeal of its recreational uses. Improvements included removal of cement footings to allow for new landscaping and trees, as well as pedestrian bridges and park benches. A Phase 3 planning document was completed; however funding is needed for implementation.</p> <p>January 2012: Planning efforts continued at Peck Park to improve the facilities. A plan was developed for a new entrance, walking paths, new restroom and landscaping. A new volunteer group began working at Peck Park to maintain native plants and remove noxious weeds. Funding still remains an issue in moving the plan forward.</p>
---	--

**Strategy 2: Public Works Infrastructure: Provide quality public works infrastructure and land development services to our communities.**

- a. Provide a system of regional public works infrastructure and services that proactively complies with or exceeds all environmental quality regulations in the areas of storm water and urban runoff, solid waste, drinking water and wastewater, thereby improving the quality of life for all of the residents of cities and unincorporated communities.**

<p>Objective 1: By March 31, 2011, secure reliable funding for Los Angeles County Flood Control District to financially support compliance with the National Pollution Discharge Elimination System (NPDES) permit, Total Maximum Daily Load (TMDL) and other stormwater quality programs through development of a proposed Water Quality Funding Initiative consisting of surveys, focus groups, revenue and rate structure, a program of improvement projects, public outreach and education, hearings before the Board of Supervisors, and a ballot measure benefiting property owners.</p>	<p>Transfer to department strategic plan.</p> <p>Will be part of Department of Public Work's Strategic Plan.</p> <p>Based on two-year concerted stakeholder outreach program in collaboration with cities and Board Offices, a parcel based fee will be proposed for Board consideration in March or April of 2012, with a proposed election date of May 2013. If passed, the measure would generate approximately \$270,000,000 to be spent on local and regional water quality projects and programs.</p>
--	---

<p>Objective 2: By June 30, 2011, ensure reliable water supplies in County Waterworks Districts that meet or exceed State and Federal drinking water standards by collaborating with stakeholders and partner agencies to promote and implement initiatives for water conservation, water banking, water recycling, and pooling of water supply resources.</p>	<p>Completed</p> <p>The following actions were accomplished to meet this goal:</p> <ul style="list-style-type: none"><li>- Banked 10,000 acre-feet of State Water Project water for use during dry periods.</li><li>- Completed 80 percent design for nine miles of pipeline, a tank and booster pump station for the Antelope Valley Recycled Backbone System in partnership with the City of Palmdale.</li><li>- Constructed approximately 4.5 miles of pipe for Antelope Valley Recycled Water System in partnership with the City of Lancaster.</li><li>- Implemented a water conservation program that includes tiered-water rate structures, rebate programs for efficient water us appliances, free water use surveys and an educational campaign to encourage water conservation.</li><li>- Awarded a contract for construction of a new turnout from the Metropolitan Water District's system for Waterworks District No. 29, Malibu, and the Marina del Rey Water System.</li><li>- Completed construction of approximately 70 percent of the Marina del Rey Phase 2 Backbone System.</li></ul>
--	---

**b. Enhance service to all customers and stakeholders in land development and building permitting functions while protecting the interests of County residents in communities where development occurs by providing prompt, accurate, and coordinated business processes and monitoring of projects.**

<p>Objective 1: By June 30, 2010, with the assistance of a consultant, develop a Feasibility and Requirements Study (FRS) to define the strategy and tactics for Permit and Land Management Solutions (PALMS) to improve the land related permitting systems and processes; and develop a timeline and budget to implement the recommended automation and streamlined business processes which will provide a coordinated system for monitoring and meeting conditions of approval and mitigation measures which will expand collaboration among departments and improve customer service.</p> <ol style="list-style-type: none"> <li>1. By April 2010, complete feasibility study.</li> <li>2. By July 2010, evaluate recommendations and select suitable alternatives; and develop a timeline and budget to implement the recommended alternatives.</li> <li>3. By August 2010, pending completion of item 2 above and contingent upon funding, work with the Chief Executive Officer and the Chief Information Officer and participating departments to initiate the implementation plan for the recommended alternatives.</li> <li>4. In the event the PALMS initiative is placed on hold due to funding constraints, institute coordination and collaboration efforts between Departments of Public Works and Regional Planning by September 2010.</li> </ol>	<p>Include in Management Appraisal and Performance Plan (MAPP)</p> <p>This objective will in the MAPP goals for the Director of Regional Planning.</p> <p>DRP, in conjunction with DPW, Parks, Public Health and Fire Department, continues to advance the PALMS project in phases. The existing phase is scheduled for completion by June 30, 2012 and entails system improvements that will facilitate the permitting process. Future phases will be programmed as additional funding is identified.</p>
--	--

**Strategy 3: Housing Opportunities: Promote a wide range of housing opportunities to meet the needs of persons of all income levels and those with special needs.**

<p>Objective 1: By June 30, 2014, complete the implementation of the Housing Element.</p>	<p>Include in MAPP</p> <p>This objective will in the MAPP goals for the Director of Regional Planning.</p>
---	--

**GOAL 4: HEALTH AND MENTAL HEALTH:**

**Improve health and mental health outcomes within available fiscal and other resources, by promoting proven service models and prevention principles that are population-based, client-centered and family-focused.**

**Strategy 1: Integrated Healthcare Delivery Systems: Improve regional integration and coordination of care between County directly operated programs and private providers, by improving access to specialty care, increasing coordination of services and enhancing communication across levels of care.**

<p>Objective 1: By March 31, 2010, complete an initial strategic planning process involving the public and private sectors to develop integrated and coordinated healthcare delivery systems in Los Angeles County, including integration of mental health services, where appropriate, at health facilities, both public and private. By June 30, 2010, develop timeline and milestones for implementation, which will be incorporated into this objective and will continue into subsequent years. <i>Note: this timeline and plan will likely be affected by current discussions regarding renewal of California's Medicaid Section 1115 Waiver.</i></p>	<p>Addressed in proposed update</p> <p>The implementation work related to this Objective is reflected in Goal 2: Fiscal Sustainability, Strategic Initiative 3: California's Section 1115 Medicaid Waiver and Health Care Reform.</p>
<p>Objective 2: By June 15, 2011 complete the plan for developing integrated school health centers (ISHC), leveraging opportunities provided by the Department of Health Services (DHS) Clinic Capacity Expansion Project and the Los Angeles Unified School District's Joint Use Health Facilities projects. The plan will include a timeline for implementation of these ISHCs, which will be incorporated into this objective and will continue into subsequent years.</p>	<p>Completed</p> <p>Final report completed in July 2011. Implementation is proceeding with DHS, DMH, DPH and external stakeholders, including L.A. Unified School District and Los Angeles County Office of Education (LACOE) Education Fund led by CEO.</p>
<p>Objective 3: By June 1, 2010, identify opportunities to leverage program funding between County Departments and other entities involved in efforts to ensure integration of services to meet the health and human services needs of County residents.</p>	<p>Addressed in proposed update</p> <p>The implementation work related to this Objective is reflected in Goal 2: Fiscal Sustainability, Strategic Initiative 3: California's Section 1115 Medicaid Waiver and Health Care Reform.</p>

**Strategy 2: High Risk/High Cost Populations: Develop multi-departmental integrated approaches for individuals with multiple problems to more effectively address substance abuse, mental health, health, housing and related issues, including proposals to increase or make better use of available revenue sources.**

<p>Objective 1: By December 31, 2010, complete implementation of remaining mental health services elements of the Katie A. Strategic Plan.</p>	<p>Addressed in proposed update</p> <p>The implementation work related to this Objective is reflected in Goal 3: Integrated Services Delivery, Strategic Initiative 1: Katie A. Exit Conditions.</p>
--	--

<p>Objective 2: By October 31, 2011, develop and begin implementation of a plan for a special intervention program for women with co-occurring disorders and their children, including evidence-based programs. This program is intended to be delivered at the Antelope Valley Rehabilitation Center (AVRC), and will be partially funded by the DMH PEI component of MHSA.</p>	<p>Completed  Implementation is proceeding.</p>
<p>Objective 3: By September 30, 2011, improve services to individuals diagnosed as having substance abuse problems at the Antelope Valley Rehabilitation Center (AVRC) by implementing the recommendations from the assessment of the facility, implementing an integrated approach to assessing and treating co-occurring disorders, identifying a funding strategy for an integrated program, and addressing information-sharing issues that may arise in relation to referrals to the program and coordination.</p>	<p>Transfer to department strategic plan  Implementation will be led by the Department of Public Health, subject to availability of funding.</p>

**Strategy 3: Data Sharing:**

**a. Technology Exchange: Establish the information systems foundation for future electronic exchange and begin routine electronic exchange of selected health and human services data among County departments serving the same individuals.**

<p>Objective 1: By August 2010, complete the system requirements, high-level system architecture design, and Agreement documentation package to acquire an Enterprise Master Person Index (EMPI) system to link Health Services, Mental Health, and Children and Family Services records. Submit to the Board for approval in September 2010.</p>	<p>Include in MAPP  CEO is leading this initiative and will be included in the Health and Mental Health Cluster's MAPP Goal. The project charter has been updated, and County is currently conducting sole source negotiations with IBM and Western Health Information Network to explore and identify options for contracting, designing, developing, implementing, hosting and maintaining the County EMPI system. Agreements will be submitted for Board approval in late summer 2012.</p>
<p>Objective 2: By June 2011, complete implementation of an Enterprise Master Person Index (EMPI) to establish linkage of patient records across Health Services.</p>	<p>Transfer to department strategic plan  Department of Health Services is currently conducting efforts to eliminate duplication of records at the facility level as it is imperative to be ready for EMPI. DHS EMPI will be part of the scope of the County EMPI system. The creation of DHS EMPI will start with DHS participation in LANES by Summer 2012.</p>
<p>Objective 3: By December 2012, complete Enterprise Master Person Index (EMPI) implementation to link Health Services, Mental Health and Children and Family Services records.</p>	<p>Include in MAPP  CEO is leading this initiative CEO is leading this initiative and will be included in the Health and Mental Health Cluster's MAPP Goal.. Implementation of County EMPI system is scheduled to start in Winter 2012 and to last approximately 12 months.</p>

**c. Measures: Promote collaboration between County departments by developing and implementing a comprehensive set of outcome measures that include specific benchmarks for cost-effectiveness and quality in services to County clients.**

<p>Objective 1: By December 31, 2010, develop and finalize specifications for a set of outcome measures that include standards and monitoring procedures and tools for Health Services, Mental Health, and Children and Family Services that will assess performance regarding cost effectiveness and quality of services.</p>	<p>Addressed in proposed update</p> <p>The implementation work for this Objective is related to Goal 3: Integrated Services Delivery, Strategic Initiative 1: Katie A. Exit Conditions.</p>
<p>Objective 2: By December 31, 2013, implement a regularly reviewed, information based collection and analysis of joint outcome measures for Health Services (DHS), Mental Health (DMH), and Children and Family Services (DCFS) that reflect the performance goals in the areas of cost-effectiveness and quality of services.</p>	<p>Addressed in proposed update</p> <p>The implementation work for this Objective is related to Goal 3: Integrated Services Delivery, Strategic Initiative 1: Katie A. Exit Conditions.</p>

**GOAL 5: PUBLIC SAFETY:**

**Ensure that the committed efforts of the public safety partners continue to maintain and improve to the highest level of safety and security standards for the people of Los Angeles County.**

**Strategy 1: Public Safety Accountability: Establish the ability for public agencies to measure and compare the outcomes of public safety programs to ensure that funding priorities generate the intended outcomes.**

Objective 1: By June 30, 2011, identify and begin collecting and reporting recidivism data for in-custody juvenile and adult offenders. By June 30, 2011, use the data to evaluate the effectiveness of juvenile justice and criminal justice programs.	Addressed in proposed update  This Objective will be transferred to Goal 3: Integrated Services Delivery, Strategic Initiative 4: AB109/117 Public Safety Realignment."
Objective 2: By June 30, 2011, identify gaps in existing recidivism data and design a plan for collecting and reporting additional data. By June 30, 2011, accomplish components identified for implementation.	Addressed in proposed update  This Objective will be transferred to Goal 3: Integrated Services Delivery, Strategic Initiative 4: AB109/117 Public Safety Realignment."

**Strategy 2: Disaster Planning: Evaluate and refine a coordinated countywide catastrophic disaster plan to ensure workforce and resident readiness and preparedness in the event of a large-scale emergency.**

Objective 1: By June 30, 2010, enhance outreach by developing a workforce and resident preparedness guide and an outreach plan for unincorporated areas. By June 30, 2011, disseminate English and non-English language core emergency preparedness documents and materials.	Completed  Project completed in April 2011.
Objective 2: By June 30, 2010, strengthen catastrophic planning by developing a Regional Southern California Catastrophic Earthquake Plan. By June 30, 2011 finalize the Regional Earthquake Plan and update the County's Hazard Mitigation Plan.	Completed  Plan finalized in June 2011.

**Strategy 3: Custodial Overcrowding: Eliminate ineffective policies and inefficient procedures that lead to the systemic causes of custodial overcrowding and develop and institute countywide policies to reduce custodial overcrowding.**

Objective 1: By June 30, 2010, identify savings associated with specific jail overcrowding initiatives. By June 30, 2011, achieve identified savings.	Addressed in proposed update  This Objective will be transferred to Goal 3: Integrated Services Delivery, Strategic Initiative 4: AB109/117 Public Safety Realignment."
Objective 2: By March 31, 2010, present to the Board of Supervisors a Jail Master Plan to proceed with design. By September 30, 2010, present to the Board a plan for financing. By June 30, 2011, award a design-build contract for Men's Central Jail and Pitchess Detention Center.	Addressed in proposed update  This Objective will be transferred to Goal 3: Integrated Services Delivery, Strategic Initiative 4: AB109/117 Public Safety Realignment."

**Strategy 4: Communications Interoperability: Implement practices and policies to improve communications interoperability between public safety agencies and improve service delivery to the community through partnerships, legislative, and technological efforts.**

Objective 1: By June 30, 2010, develop funding strategies for LA -RICS. By June 30, 2011, secure funding for the County's participation in LA-RICS.	Transfer to department strategic plan  Objective will be incorporated in the Sheriff and Fire Departments' Strategic Plans.
---	---

**Strategy 5: Crime Prevention: Initiate and implement violence reduction initiatives to provide a safer environment for residents through collaborative efforts across County clusters and with our community partners.**

Objective 1: By June 30, 2010, develop an information-sharing framework that will increase the ability of County and non-County agencies to coordinate and integrate services aimed at crime and violence suppression, prevention, and intervention. Include legislative strategies if needed to overcome obstacles to information sharing. By September 30, 2011, evaluate the success of the information-sharing framework to increase the ability of County and non-County agencies to coordinate and integrate services aimed at crime and violence suppression, prevention, and intervention.	Completed  This Objective was incorporated in Goal 2, Strategy 2, Objective 2 and completed.
--	--